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# COMMUNITY DEVELOPMENT

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# PLANNING & COMMUNITY DEVELOPMENT

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## MISSION STATEMENT

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Provides vision, direction, services, and coordination for the citizens of Norfolk, the City Council, and the City Administration in:

- Stimulating attractive and livable neighborhoods;
- Motivating and supporting the City's Housing Initiative;
- Encouraging sound economic development;
- Providing an efficient transportation system;
- Protecting and enhancing the natural environment;
- Achieving high quality and well designed new buildings and spaces;
- Ensuring the safety of new and renovated buildings and their support systems; and,
- Providing for building safety in existing buildings and structures.

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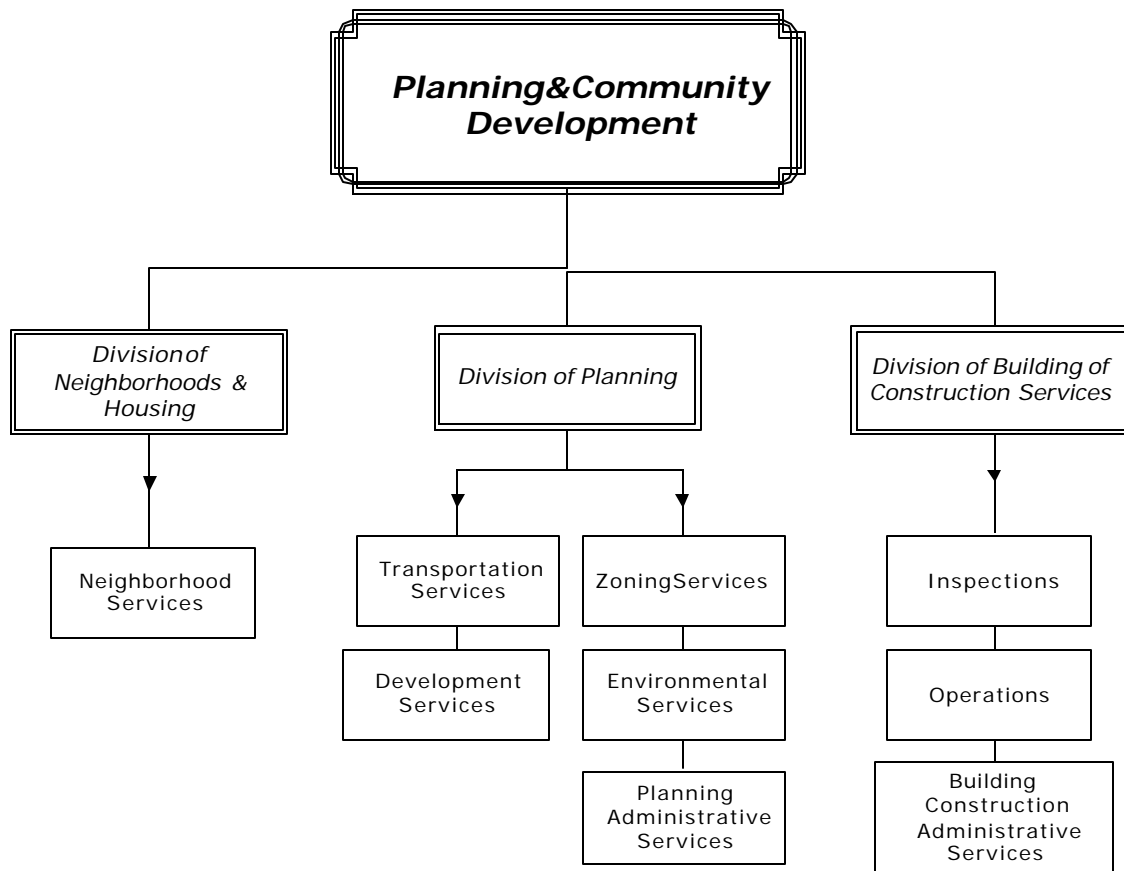
## DEPARTMENT OVERVIEW

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The Department produces and maintains the General Plan that includes policy guidance on transportation, economic development and neighborhood planning, land use/zoning, and the location of public facilities. Provides comprehensive planning information. Makes recommendations on community design issues and policies, neighborhood preservation and improvement, land use policies, the housing initiative, community development activities, facilities, transportation, economic development and the protection and enhancement of coastal resources. Maintains the Zoning Ordinance to regulate land use and development practices throughout the City and coordinates the site plan review process that ensures technical compliance by construction projects with the City's various codes and ordinances.

Staffs various Commissions and Boards, including the Planning Commission. Advises property owners and developers on the development of parcels of land in the City while remaining in compliance with various regulatory programs such as the Chesapeake Bay Protection Act.

Provides for building safety by reviewing requests for permits, issuing permits and inspecting construction work and enforcing the Virginia Uniform Statewide Building Code for new construction, repairs, renovations and installation. Issues permits to proceed and inspects for permit-regulated work within the trade disciplines of building, plumbing, mechanical and electrical. Manages the building elevator inspection program and the potable water cross connection safety program.




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## BUDGET HIGHLIGHTS

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The Department of City Planning and Community Development's FY2005 Operating Budget represents an increase of \$415,100 from FY2004 to FY2005 due to the addition of personnel and operating cost for the Ocean View Satellite Office. The budget also includes a reduction in operating expenses.

The Department's budget provides for the maintenance of existing services.

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## KEY GOALS AND OBJECTIVES

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To provide a continuance of development and community building services including (but not limited to) analysis, problem identification, the development of appropriate solutions and recommendations, fair and equitable administration of applicable regulations, efficient implementation of plans and programs, and productive cooperation with partner departments, agencies, citizens, businesses and organizations.

To coordinate Norfolk's participation in the State study options for new High Speed Intercity passenger rail service connection to Hampton Roads.

To assist with the implementation of final engineering of the Norfolk light rail transit system to further development of the initial phase of the Light Rail Transit in Norfolk.

To help the City develop, maintain, and encourage reinvestment, to keep property values up and structures in a safe and healthy condition, thereby making Norfolk a desirable place to live and work, and maintaining a growing tax base.

To develop and implement housing and neighborhood enhancement initiatives, collaborate with public and private entities to establish resource network and comprehensive delivery systems.

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## PRIOR YEAR ACCOMPLISHMENTS

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Managed the initial stages and program development for the housing initiative highlighted by the "Come Home to Norfolk, Now" program.

Published the Pattern Book for Norfolk Neighborhoods to assist homeowners, builders, and communities as they repair, rebuild, and expand their houses and improve their neighborhoods.

Opened the Neighborhood Design and Resource Center to provide citizens and contractors with design services, renovation advisory services, education and outreach services, information on financial assistance, and promotions and marketing opportunities for "Coming Home to Norfolk."

Opened the Pretty Lake Housing Safety Office to improve customer service through the issuance of building permits in an expanding area of the that includes the site for Homearama 2004.

Provided assistance to all applicants and managed the process with the Planning Commission and City Council for rezonings, special exceptions, street closures and development certificates, and Board of Zoning Appeals applications.

Facilitated development projects initiated by several of the City's institutions (the Medical Center, Norfolk State University, Old Dominion University); analyzed and made recommendations concerning the issuance of Development Certificates in the Downtown and Pedestrian Commercial Overlay zoning districts; and managed the commercial corridor and business façade incentive programs.

Implemented a new statewide building code; the 2000 editions of the International Building Code, International Residential Code, International Plumbing Code, International Mechanical Code, International Fuel Gas Code, International Energy Conservation Code, and the 1999 National Electrical Code.

Expenditure Summary				
	FY2002 ACTUAL	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED
Personnel Services	2,905,212	3,106,358	3,628,700	4,089,200
Materials, Supplies and Repairs	93,426	121,476	137,900	157,300
General Operations and Fixed Costs	93,974	110,495	109,300	140,400
Equipment	23,217	10,347	10,500	-
All- Purpose Appropriations	21,083	140,429	331,000	245,600
<b>TOTAL</b>	<b>3,136,912</b>	<b>3,489,105</b>	<b>4,217,400</b>	<b>4,632,500</b>

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
<b>DIRECTOR'S OFFICE</b>				
<b>Management, Administration and Operations</b>	538,481	1,029,000	906,500	5
Provides leadership and guidance to all service areas; and operating and budgetary support for the Department's activities.				
<b>DIVISION OF PLANNING</b>				
<b>Transportation Services</b>	61,542	76,200	84,000	1
Prepare analyses and recommendations pertaining to all transportation modes with emphasis on highway needs. Coordinate preparation of the Department's recommendations on transportation policy issues.				
<b>Development Services</b>	75,347	92,900	106,800	2
Provide analyses, staff support and coordination for planning and development initiatives; and assist residents, business people, developers and institutions with their proposed development projects. Manage the collection, analysis, and dissemination of the Department's various data bases and the mapped display of information.				
<b>Zoning Services</b>	389,001	372,000	577,800	11
Administer and enforce the Zoning Ordinance and land use regulations and propose City-sponsored amendments to the Zoning Ordinance and Zoning Map as warranted. Process proposed changes to the Zoning Text and the Zoning Map as proposed by the public. Staff and manage the zoning public hearing process. Provide staff to the Board of Zoning Appeals and administer that process.				
<b>Environmental Services</b>	146,340	137,900	149,800	2
Provide land use assistance in areas of coastal resources. Ensure adherence to the Chesapeake Bay Preservation Act; administer erosion and control program; and analyze environmental issues. Help coordinate and secure regulatory approvals for the City's beach replenishment programs.				
<b>Planning Administrative Services</b>	182,986	178,700	195,400	4
Provide administrative support, document preparation and records retention for all services.				

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
<b>DIVISION OF BUILDING CONSTRUCTION SERVICES</b>				
<b>Construction Inspections</b>	<b>1,128,612</b>	<b>1,214,800</b>	<b>1,313,500</b>	<b>23</b>
Inspect all permit-regulated work to ensure compliance with approved plans and the Virginia Uniform Statewide Building Code.				
<b>Construction Operations</b>	<b>517,576</b>	<b>565,800</b>	<b>543,400</b>	<b>9</b>
Accept permit applications and review construction documents for compliance with Uniform Statewide Building Code.				
<b>Building Construction Administrative Services</b>	<b>353,909</b>	<b>332,300</b>	<b>333,200</b>	<b>9</b>
Provide administrative support, document preparation and records retention for all services.				
<b>DIVISION OF HOUSING AND NEIGHBORHOODS</b>				
<b>Comprehensive Planning Services</b>	<b>95,311</b>	<b>217,900</b>	<b>423,100</b>	<b>9</b>
The Comprehensive Planning Bureau is responsible for engaging community stakeholders in the development of long-term and short-term strategic and implementation plans for the improvement of neighborhoods throughout the city, to include the City's comprehensive development plan.				
<b>Housing Services</b>				
The Housing Services Bureau is responsible for the development and implementation of programs to enhance the quality, design, marketability and affordability of Norfolk's existing and new housing stock.				
<b>TOTAL</b>	<b>3,489,105</b>	<b>4,217,400</b>	<b>4,699,700</b>	<b>75</b>

## Strategic Priority:

### TACTICAL APPROACH:

To improve the overall aesthetic impression of the City of Norfolk, and guide new development in line with City policies.

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	CHANGE
Design Review Items	185	150	165	185	20
ABC License	60	50	55	60	5
Zoning Appeal Planning Commission	74	70	75	85	10
Building Plans Reviewed Detailed	1,400	1,450	1,660	1,825	165
Permits Issued by Counter	5,000	3,650	4,190	4,610	420

### TACTICAL APPROACH:

To improve overall quality, marketability and value of Norfolk's housing stock and neighborhoods.<sup>(1)</sup>

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	CHANGE
Architectural Design Concepts	N/A	N/A	N/A	50	
Renovation Advisory Services	N/A	N/A	N/A	100	
Neighborhood Planning Initiatives	N/A	N/A	N/A	3	

### TACTICAL APPROACH:

To increase Norfolk's competitiveness in the region in terms of attracting and increasing the percentage of home owners in Norfolk.<sup>(1)</sup>

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	CHANGE
Live near Norfolk	N/A	N/A	N/A	25	
GEM Program	N/A	N/A	N/A	5	
Bungalow Initiative	N/A	N/A	N/A	10	
SPARC	N/A	N/A	N/A	30	

(1) Performance Measure is new for FY2005.

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
Accounting Technician	OPS07	24,023	38,407	1		1
Administrative Assistant II	MAP03	30,151	48,198	2		2
Administrative Secretary	OPS09	28,097	44,922	2		2
Administrative Technician	OPS08	25,968	41,513	2		2
Architect II	MAP11	49,300	78,815	-	1	1
Assistant Director of Planning	SRM08	59,346	104,449	2		2
Business Manager	MAP08	40,768	65,170	1		1
City Planner I	MAP06	36,052	57,634	2		2
City Planner II	MAP08	40,768	65,170	6		6

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
City Planning Manager	SRM05	49,477	87,080	4		4
City Planning Technician	OPS10	30,430	48,644	1		1
Code Official	SRM08	59,346	104,449	1		1
Codes Enforcement Team Leader	MAP08	40,768	65,170	5		5
Codes Records & Research Manager	MAP10	46,239	73,918	1		1
Contract Administrator	MAP10	46,239	73,918	-	1	1
Contract Monitoring Spec	MAP05	33,940	54,260	-	1	1
Deputy Code Official	MAP11	49,300	78,815	1		1
Director of Planning	EXE03	78,767	136,210	1		1
Environmental Services Manager	SRM07	55,776	98,166	1		1
Information Management Supervisor	MAP08	40,768	65,170	2		2
Permits Specialist	OPS11	32,986	52,736	2		2
Public Services Coordinator I	MAP06	35,519	56,783	-	1	1
Senior City Planning Technician	OPS11	32,986	52,736	1		1
Senior Codes Specialist	OPS12	35,789	57,213	19	-1	18
Senior Permits Specialist	OPS12	35,789	57,213	1	1	2
Support Technician	OPS06	22,243	35,559	7		7
Zoning Enforcement Coordinator	MAP09	43,400	69,384	1		1
Zoning Enforcement Specialist II	OPS11	32,986	52,736	3		3
Zoning Enforcement Specialist III	OPS13	38,867	62,136	2		2
<b>Total</b>				<b>71</b>	<b>4</b>	<b>75</b>

\*Four positions were authorized in the FY2004 budget for the Housing Initiative. They were not created until after a job study had been completed.



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# DEVELOPMENT

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## MISSION STATEMENT

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The City of Norfolk's Department of Development strives to create wealth for the City with a customer driven approach that promotes wealth growth and wealth importation. Wealth creation will allow the Department of Development to contribute positively to the City of Norfolk's status as a great place to live, work, learn, and play.

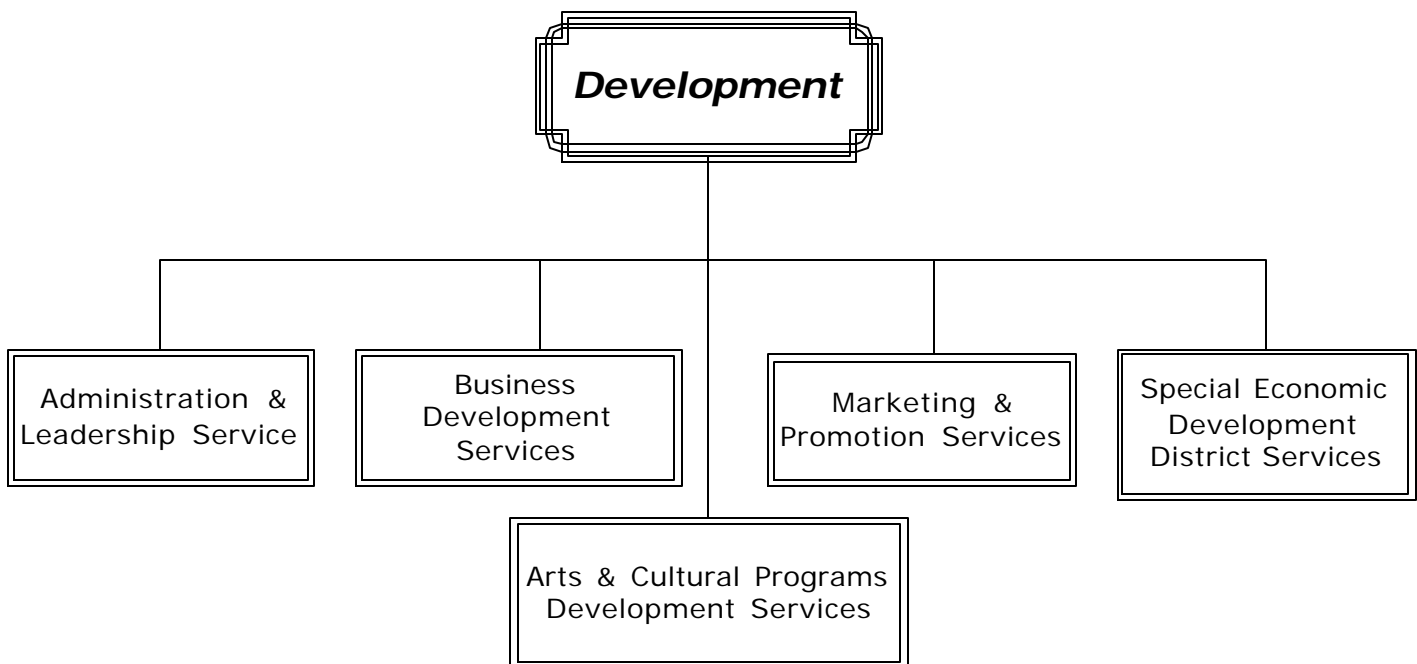
## DEPARTMENT OVERVIEW

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The Department of Development focuses on the attraction, retention, and expansion of businesses in our City. The Department has adopted an industry specific approach to grow our existing business base, thereby increasing revenues for the City and creating new employment opportunities for our citizens.

Special District programs, such as the Empowerment Zone, Enterprise Zone, and HUB Zone programs provide federal, state, and local incentives for new and existing businesses located in targeted areas throughout the City.

The Department also provides support to local cultural organizations to facilitate community outreach to enrich cultural amenities and enhance the quality of life for our residents.



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## BUDGET HIGHLIGHTS

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The Department of Development's FY2005 Operating Budget represents an increase of \$61,100 from FY2004 to FY2005. The FY2005 budget includes a 1.5% cost of living adjustment and a 2.5% increment based on the employee's anniversary date and other salary and benefits adjustments. The Department of Development also incurred a reduction in personnel services.

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## KEY GOALS AND OBJECTIVES

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Work with the existing businesses, local business organizations, and neighborhood civic leagues to enhance the business and neighborhood commercial corridors.

Assist local arts and cultural organizations that promote the arts throughout the community.

Continue to develop our Small, Minority, and Women - Owned Business Program.

Increase the tax base by attracting new businesses to our city that complement our existing industrial and business strengths and assisting existing businesses with their expansion needs.

Identify and facilitate land redevelopment opportunities.

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## PRIOR YEAR ACCOMPLISHMENTS

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Creation of Comprehensive Economic Development Strategy and application for EDA Public Works Funding

White Book photographic essay on Norfolk

Cruise Ship Initiative, including Survey of Homeport Passengers

Expansions and new businesses of \$263 million, 800+ employment; CMA-CGM, Green Gifford, Virginia Oncology Associates, Automation Precision Technology, LLC, Bristol Development, Wasabi Systems, Alice May's, Mo & O'Malley, Montagna, Breit, Klein & Camden, LLP, Rutter Mills, Tazewell Place development, WR Systems, Ltd., Residence Inn & Springhill Suites, Shoppes at Janaf, Wal-Mart, and Venture Supply

Downtown Marina Study, Phase 1 of multi-phased Downtown Waterfront Feasibility Study

Housing Initiatives

- Bristol Development – 268 apartments; 90 condos
- St. Paul's Place- 90 condo units on East Freemason Street
- Tazewell lots – Mixed use development of 77+ residential units & urban market with structured parking
- Brambleton & Duke Sts. - Mixed apartments and townhouse units

Implemented several diversity business initiatives including: joint minority marketing program with the City of Portsmouth; Small Business Expo; VECTEC (Virginia Electronic Commerce Technology Center); ODU-TAC (Technology Applications Center), and participated in the Black Enterprise Magazine Conference/Black Microsoft conference/Black Hoteliers.

## Expenditure Summary

	FY2002 ACTUAL	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED
Personnel Services	1,053,441	1,017,800	1,327,500	1,386,800
Materials, Supplies and Repairs	22,696	28,700	20,800	22,600
General Operations and Fixed Costs	631,338	611,000	524,500	524,500
Equipment	-	-	-	-
<b>TOTAL</b>	<b>1,707,475</b>	<b>1,657,500</b>	<b>1,872,800</b>	<b>1,933,900</b>

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
<b>ADMINISTRATIVE &amp; LEADERSHIP SERVICES</b>	<b>674,400</b>	<b>783,700</b>	<b>836,800</b>	<b>8</b>
Provide leadership, coordination and management of the economic development programs of the City of Norfolk.				
<b>BUSINESS DEVELOPMENT SERVICES</b>	<b>450,800</b>	<b>605,900</b>	<b>615,500</b>	<b>9</b>
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
<b>ARTS &amp; CULTURAL PROGRAMS DEVELOPMENT SERVICES</b>	<b>60,400</b>	<b>62,200</b>	<b>63,800</b>	<b>1</b>
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
<b>SPECIAL ECONOMIC DEVELOPMENT DISTRICT SERVICES</b>	<b>102,300</b>	<b>112,800</b>	<b>113,800</b>	<b>1</b>
Coordinate and administer work directed to the department to assist in the delivery of Empowerment Zone initiatives. Provide support, as needed to the Enterprise Zone programs.				

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
<b>MARKETING &amp; PROMOTION SERVICES</b>	<b>369,600</b>	<b>308,200</b>	<b>304,000</b>	<b>1</b>
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
<b>TOTAL</b>	<b>1,657,500</b>	<b>1,872,800</b>	<b>1,933,900</b>	<b>20</b>

## Strategic Priority: Economic Development, Community Building, Regional Partnerships

### TACTICAL APPROACH:

Increase the City's economic base over the prior business tax base.

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	Change
Businesses attracted to City	30	32	30	32	2
Business expansions in City	30	30	30	30	0
Increase business tax base	2.70%	2.70%	3.00%	3.00%	0%

### TACTICAL APPROACH:

Increase the utilization of Norfolk's real estate

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	Change
Expand commercial tax base	2.70%	2.70%	3.00%	3.00%	0%

### TACTICAL APPROACH:

Promote regional, national and international awareness of Norfolk's strategic advantage as a culture and business center of the southeastern coastal region

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	Change
Technical assistance to arts organizations	60	60	60	50	-10
Arts within reach average attendance	80	80	80	75	5
Sustain growth in major arts organizations' cumulative budgets	7%	7%	7%	5%	-2%
Norfolk Arts Magazine	1	1	2	3	1

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY04 Positions	Change	FY05 Positions
Administrative Analyst	MAP08	40,767	65,170	1		1
Administrative Secretary	OPS09	28,098	44,922	1		1
Administrative Technician	OPS08	25,968	41,513	2		2
Arts Manager	SRM01	44,139	77,684	1		1
Assistant Director, Marketing	SRM04	52,495	92,392	1		1
Assistant Director Development	SRM06	59,346	401,449	1		1
Business Development Manager	SRM02	46,698	82,190	6		6
Director of Development	EXE03	78,767	136,210	1		1
Manager of Special Districts& Programs	SRM01	44,139	77,684	1		1
Office Assistant	OPS03	17,757	28,390	1		1
Senior Projects Manager	SRM01	44,139	77,684	1		1
Senior Business Development Manager Commercial	SRM02	46,698	82,190	1		1
Senior Business Development Manager Maritime	SRM02	46,698	82,190	1		1
Senior Business Development Manager Finance	SRM03	49,477	87,080	1		1
<b>TOTAL</b>				<b>20</b>	<b>0</b>	<b>20</b>

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